

# ***Principal or Administrator Handbook***



**Dioceſe of Davenport**

***August 2016***

## **NOTICE OF NONDISCRIMINATION**

It is the policy of the Diocese of Davenport to provide equal employment and educational opportunities and not to discriminate.

The educational system of the Diocese of Davenport is committed to equal opportunities to the extent required by law, and does not discriminate on the basis on age, color, creed, national origin, race, religion, marital status, sex, sexual orientation, gender identity, physical attributes, physical or mental ability or disability, ancestry, political party preference, political belief, socioeconomic status, or familial status in educational programs or activities which it operates. As a religious institution, we affirm the right to consider creed a bona fide qualification in certain cases. The educational system policy is not to discriminate in educational programs and activities extends to the employment in, and admission to, such programs, activities, and services. It does not discriminate in the administration of its educational policies, employment policies, admission policies, scholarship and loan programs, athletic and other school and parish administered programs.

**Further, the Board affirms the right of all persons to be treated with respect and to be protected from intimidation, discrimination, physical harm and harassment, thereby meeting the requirements of Title VI and VII of the 1964 Civil Rights Act, Title IX of the 1972 Education Amendments and the Federal Rehabilitation Act of 1973 and the Code of Iowa.**

Human Resources  
780 W Central Park Ave  
Davenport, Iowa 52804-1998  
Phone: (563) 324-1911  
FAX: (563) 324-5811

## Table of Contents

Welcome .....	3
Contact Information .....	4
Mission/Vision Statement .....	5
Catholic School Leadership and Catholic Identity .....	7
Working With Your Pastor .....	8
Principal Job Description .....	9
Important Events to Remember / Mark Your Calendar .....	14
How to Use the Diocesan Website / Locating Documents .....	15
General Information Pertinent to the Diocese of Davenport.....	16
Procedures Prior to Beginning A Successful School Year .....	19
Monthly Checklist	
• July .....	21
• August.....	23
• September` .....	25
• October..	26
• November .....	27
• December .....	28
• January...	28
• February.....	29
• March.....	30
• April.....	30
• May/June .....	31
• Anytime.....	32
Important Websites .....	34
Back-To-School Staff Information Checklist .....	35
What You Should Be Scheduling with Superintendent .....	41
What the Diocesan School Office Requires From You.....	42
What Manuals/Handbooks/Resources You Should Have in Your Office.....	43
Why and How You Will Use a Webinar.....	44
A Catholic School Administrators Prayer .....	45

## Welcome

We are on a mission . . .

Dear Principals,

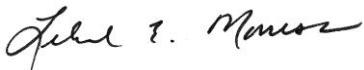
Catholic school principals hold a position of trust and service, and they are called on to minister to a faith centered community by nurturing the intellectual, spiritual, and moral growth of students and staff. Current research confirms that the academic and spiritual success of Catholic schools is greatly influenced by the administrative skill, educational expertise, and moral integrity of the principal. This handbook is designed to serve as a reminder and prompt to assist Catholic school principals in achieving maximum effectiveness in their own schools.

We face many challenges in Catholic education including: under-enrollment, finances, staffing, and meeting the needs of children with special needs and challenges. Our greatest challenge and our greatest strength will be our ability to maintain our “significance”. We will do that by promoting the *Catholic Advantage*. That advantage includes Christ-centered schools where reverence for people permeates all aspects of school life, led by staff, who model the Christian adult. Additionally, they deliver a rigorous curriculum with a proven record of academic excellence, offer sufficient opportunities to celebrate the faith, and provide effective religious instruction. We want people to know they have made the right choice in investing in a Catholic education for their children.

If you have any questions do not hesitate to call my assistant Virginia Trujillo or myself. All questions are appropriate and I urge you to ask questions of us freely.

We are all on the same mission. That mission is to “*provide meaningful educational experiences for all persons in an environment integrated by Gospel values which nurture faith, community, prayer and service*”. Your continued support for the mission of Catholic school education in the diocese is deeply appreciated. Let us keep each other in prayer as we collaborate to form our young people in the faith that we cherish so much. Again, welcome to the diocesan team of school administrators and I look forward to our mission in the Diocese of Davenport!

With warm personal regards,



Lee Morrison Ph.D.  
Superintendent  
Diocese of Davenport  
563-888-4231

## Contact Information

***Bishop of the Diocese of Davenport:***

- Bishop Martin Amos      Office: 563-324-1911      [bishop@davenportdiocese.org](mailto:bishop@davenportdiocese.org)

***Office of Catholic Schools:***

- 780 W. Central Park Ave., Davenport, IA 52804  
Main Phone: 563-324-1911      School Fax: 563-324-5811

***Superintendent of Schools:***

- Lee Morrison      Office: 563-888-4231      [morrison@davenportdiocese.org](mailto:morrison@davenportdiocese.org)  
Cell: 319-750-5053

***Administrative Assistant:***

- Virginia Trujillo      Office: 563-888-4230      [Trujillo@davenportdioces.org](mailto:Trujillo@davenportdioces.org)

***International Student Advisor:***

- Virginia Trujillo      Office: 563-888-4230      [Trujillo@davenportdiocese.org](mailto:Trujillo@davenportdiocese.org)

***Website Questions for Schools & Faith Formation:***

- Virginia Trujillo      Office: 563-888-4230      [trujillo@davenportdiocese.org](mailto:trujillo@davenportdiocese.org)

***Safe Environment pertaining to PGC/VIRTUS:***

- Virginia Trujillo      Office: 563-888-4230      [Trujillo@davenportdiocese.org](mailto:Trujillo@davenportdiocese.org)

***Safe Environment pertaining to Background Checks:***

- Lynnette Sowells      Office: 563-888-4364      [sowells@davenportdiocese.org](mailto:sowells@davenportdiocese.org)

***Safe Environment pertaining to curriculum / Circle of Grace:***

- Virginia Trujillo      Office: 563-888-4241      [trujillo@davenportdiocese.org](mailto:trujillo@davenportdiocese.org)

***Board of Education:***

- Lee Morrison      Office: 563-888-4231      [Morrison@davenportdiocese.org](mailto:Morrison@davenportdiocese.org)  
Cell: 319-750-5053

***Director of Vocations:***

- Fr. Thom Hennen      Office: 563-888-4255      [hennen@davenportdiocese.org](mailto:hennen@davenportdiocese.org)

***Director of Liturgy and Deacon Formation:***

- Deacon Frank Agnoli      Office: 563-888-4257      [agnoli@davenportdiocese.org](mailto:agnoli@davenportdiocese.org)

**Foundational Statements**  
**Catholic Schools of the Diocese of Davenport**

**Mission Statement**

The Catholic schools in the Diocese of Davenport will fulfill the Church's evangelizing mission by providing parents an outstanding education in the Faith for their children. Our schools will infuse a rigorous academic program with the timeless message of Jesus Christ, and deliver it in a safe, respectful atmosphere. Our Catholic schools will promote among our students a life-long commitment to faith, prayer and virtue, a sense of social justice, greater numbers of religious vocations and a way of life based on responsible stewardship.

**A Vision for the Next Decade**

The Catholic schools in the Diocese of Davenport will remain relevant, valuable, competitive, and effective for the Church, our families and society. Our Diocesan schools have a long track record of success, but there is room to reach an even higher level of excellence in all of our schools. The vision of Catholic education for the next decade in the Diocese of Davenport will be achieved by development and articulation of a clear strategic plan for Catholic education promoted vigorously from Diocesan leadership and carried out by pastors, teachers, principals, board members, benefactors, members of the faithful young and old and with and without children, and parents. It will happen with the material generosity, prayers and the support of the whole Catholic community making significant sacrifices because we believe in our children and put their care and education first.

**Mission and Catholic Identity**

The Church's teaching mission includes inviting young people to a relationship with Jesus Christ and deepening an existing relationship with Jesus, inserting young people into the life of the Church, and assisting young people to see and understand the role of faith in one's daily life and in the larger society. "This unique Catholic identity makes our Catholic elementary and secondary schools "schools for the human person and allows them to fill a critical role in the future of our Church, our country and our world" (*The Catholic School on the Threshold of the Third Millennium*, 1997). Excerpt from *The National Standards and Benchmarks for Effective Catholic elementary and secondary schools*.

**Academic Excellence**

The Catholic schools in the Diocese of Davenport will become a beacon for parents seeking an outstanding education for their children. Students will continue to be taught by a faculty appropriately credentialed and qualified according to Diocesan and state of Iowa Standards, and continue to demonstrate academic excellence on multiple measures of assessment. Not only must our schools be competitive with surrounding districts but they must demonstrate a superior value for tuition paid.

The United States Conference of Catholic Bishops affirms the message of the Congregation on Catholic Education that intellectual development of the person and growth as a Christian go forward hand in hand. Rooted in the mission of the Church, the Catholic schools brings faith, culture and life together in harmony. In 2005, the bishops noted that "young people of the third millennium must be a source of energy and leadership in our Church and our nation. And, therefore, we must provide young people with an academically rigorous and doctrinally sound program of education" (*renewing Our Commitment to Catholic elementary and Secondary Schools in the Third Millennium*, 2005).

The essential elements of "an academically rigorous and doctrinally sound program" mandate curricular experiences,-including co-curricular and extra-curricular activities,-which are rigorous, relevant, research-based, and infused with Catholic faith and traditions.

Excerpt from *The National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools*.

### **Operational Vitality**

Catholic schools are temporal organizations committed to the church and the mission of Catholic education including a commitment to a culture of excellence and rigor. These schools exist in a milieu of constant socioeconomic challenges grounded in continuous need for sustainable financial planning, human resource/personnel management and professional formation, facilities maintenance and enhancement, the requirement for institutional advancement and contemporary communication.

Catholic schools must adopt and maintain standards of operational vitality in these areas and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability. When a school does not maintain the standards for operational vitality, the continuation of academic excellence is in grave jeopardy. Over time, even an academically rigorous school with strong Catholic identity will not survive without operational vitality. Standards for operational vitality must focus on the “operation” of the school—how it works and how it is supported—in four key areas: finances, human resource/personnel, facilities, and institutional advancement.

*Excerpt from The National Standards and Benchmarks for Effective Catholic Elementary and secondary schools.*

### **Governance and Leadership**

Central to the mission of the Church is the work of Catholic education. The success of this mission depends on key components of effective governance, which provides direction and authority, and leadership, which ensures effective operations. Catholic school governance and leadership can be seen as a ministry that promotes and protects the rights of the school community. Governance and leadership based on principles of excellence are essential to ensuring the Catholic identity, academic excellence and operational vitality of the school. Although governance models vary based on the school, those who serve on the governing body or leadership team in Catholic schools provide for an environment for the teaching of the doctrine and Sacred

Scripture, the building and experiencing of community, the serving of others, and the opportunity for worship.

*Excerpt from The National Standards and benchmarks for effective Catholic Elementary and Secondary Schools.*

## **Catholic School Leadership and Catholic Identity**

The principal in the Catholic schools of the diocese serve as spiritual, educational and managerial leaders, responsible for Catholic identity, academic excellence and the building of a faith/learning community. In this role, the principal articulates the vision, mission and goals of the school, giving witness to the values that make them a lived reality in the school and parish community.

### **Living the Gospel Values**

The local school is recognized as a Catholic school by competent ecclesiastical authority. All Catholic School personnel shall teach and act in accordance with Catholic doctrine and moral teachings.

The principal of a Catholic school in the Diocese of Davenport will:

Recognize that all members of the faculty and staff are an integral part of the process of religious education.

- Recruit teachers who are practicing Catholics, or individuals who can understand and accept the teachings of the Catholic Church and the moral demands of the Gospel, and who can contribute to the achievement of the school's Catholic identity and apostolic goals.
- Provides opportunities for ongoing faith formation for faculty members.
- Supervises, through observation and evaluation, the performance of each religion teacher.
- Fosters a distinctly Christian community among the faculty, students and parents.
- Provides, alongside the pastor, for the spiritual growth of the faculty.
- Collaborates with parish, area and diocesan personnel in planning and implementing programs of total parish catechesis.

### **The Environment of the Catholic School**

The principal will uphold the environment of the Catholic school as characterized by:

- Daily prayer as a community and in the classrooms.
- Daily religious instruction in the classrooms.
- Opportunities for sacramental preparation and celebration.
- Regular all-school and class Eucharistic liturgies.
- Seasonal celebrations based on the liturgical calendar.
- Presence of religious symbols in the school and classrooms.
- Accurately imparting the tradition of the Roman Catholic Church.

### **Working With Your Pastor:**

**The principal/pastor relationship is a vital component of a successful Catholic school.**

1. Give the school calendar to the pastor's secretary early in the summer. Highlight or bold the school events you really need the pastor to attend. Get this on his calendar early before he books up.
2. Make it easy for the pastor to welcome new children on the first day of school. Give him class lists with new children's names in bold. Ask the pastor to call the new children up to the altar at the first all school mass to introduce them.
3. Give your pastor full support and respect. Give him a head's up on any issues that he might be called in on.
4. Let your pastor know when a child or staff member is having surgery.
5. Invite your pastor to attend the NCEA convention or the Notre Dame ACE workshop for pastors with schools.
6. Build a two-way street by encouraging school faculty to participate in parish activities and to serve as Eucharistic ministers at weekend masses. Also, invite parish catechists to join the school faculty for any workshops the school offers their religion teachers.
7. Connect the pastor to school families by including a letter from the pastor in the policy manual or handbook for parents. Include a video clip from the pastor in the welcome video on the schools website. Invite the pastor to new family orientation and open house for prospective students.
8. Invite the pastor to an occasional faculty meeting. Invite the pastor to say mass to welcome the school staff back or an end of the year mass to thank the staff for their hard work.

**DIOCESE OF DAVENPORT  
BOARD OF EDUCATION**

**POLICY 310**

**PERSONNEL - ADMINISTRATIVE**

**Recruitment, Interview, and Selection**

**Principal, Director/Coordinator of Religious Education (DFF/C) or Coordinator of Youth Ministry (DYM/C)**

Procedures for recruiting, interviewing, and hiring a principal, DFF/C, DYM/C, RCIA Director or Adult Faith Formation Director.

The local Board of Education/ Faith Formation Committee will notify the Diocesan Director of Faith Formation and Coordinator of Young/Young Adult Ministry or Lifelong Faith and Lay Ministry Formation Coordinator or Superintendent of Schools as soon as it is known that a new principal, DFF/C, DYM/C, RCIA Director or Adult Faith Formation Coordinator will be needed. The Director of Faith Formation and/or Superintendent of Schools will assist the Board/Faith Formation Committee in the search for a principal, DFF/C, DYM/C, RCIA Director or Adult Faith Formation Coordinator.

1. The first step in the hiring process is that local Boards/Faith Formation Committees will review the principal's, DFF/C's, DYM/C, RCIA Director or Adult Faith Formation Coordinator's job description to assure that expectations are reflected in that description.
2. Each Local Board of Education or Faith Formation Committee will be responsible for recruitment and interviewing candidates. The Diocesan Director of the Office of Faith Formation or Superintendent of Schools will assist the Board/Faith Formation Committee with each step of the process. The Board/Faith Formation Committee may establish sub committees to review recruits and select applicants to interview.
3. Recruitment and Interviews
  - a. The Board/Faith Committee Chair will decide to advertise in such places as The Catholic Messenger, Teach Iowa for principals and teachers and the NCEA website. They may choose to advertise in other Diocesan newspapers
  - b. All applicants for school positions will be directed to the Board Chair's attention at the school's address. Applicants for Faith Formation positions will be directed to the Pastor at the parish address.
  - c. The Board Chair or Pastor will respond to those interested applicants by sending a job description and application form.
  - d. Request transcript of credits, resume and references for each applicant for a principal position or resumes and references for DFF/C, DYM/C, RCIA Director or Adult Faith Formation Coordinator positions.
  - e. A sub-committee of the Board or Faith Formation Committee may be used to study materials received and conduct personal interviews with promising candidates or the Board/Faith Formation Committee as a whole may select candidates for interview and interview candidates for the position.
  - f. The Pastor, Board Chair, Director of the Office of Faith Formation or Superintendent of Schools will follow up written references with telephone contacts.
  - g. The Board /Faith Formation Committee Chair and pastor will establish and interview schedule to conduct interviews for the qualified applicants. The Superintendent of Schools or the Director of the Office of Faith Formation will be present at interviews where their schedule permits.

- h. The Board/Faith Formation Committee will decide who or what groups will be invited to participate in the interview process mindful that the final decision is up to the Faith Formation/ Board Committee and the Pastor.
    - i. If an interview subcommittee is used they will recommend candidate(s) to the Board of Education/Faith Formation Committee.
- 4. The local Board/Committee should strive for consensus among members in choosing the principal, DFF/C DYM/C, RCIA Director or Adult Faith Formation Coordinator. A vote of the majority of Board/Committee is required for board approval. Local by-laws may also require pastoral council approval. These approvals are recommendations to the final decision-maker which may be the pastor, canonical administrator or corporate board.
- 5. Adherence to the Diocesan Policies Relating to Sexuality and Personal Behavior, including requirements for background checks must be ensured.

Policy Approved: June 8, 2000

Policy Adopted: June 5, 2002

Policy Revised: May 17, 2010

Policy Revised: December 2015

## **JOB DESCRIPTION OF THE PRINCIPAL**

The following job description is a result of a process involving all of the principals of the Diocese, teachers and local board members. While the principal accepts responsibility for each of these tasks, others also have a role in accomplishing them. Pastors, teachers, local boards, central office staff, parish director of religious education, non-certified staff and secretaries all share with the principal the responsibility for the accomplishment of many of the tasks listed below. When boards and principals discuss the job description, it would be well to identify the role of the principal in each task

The principal is the chief administrator and spiritual leader of the school. Supervision of instruction, spiritual leadership, curriculum development, and professional development for the staff through in-service programs are key responsibilities of the principal. The principal also maintains good public relations with the pastor, the parish community, the Board of Education, the parents, the neighboring public schools and the community at large.

The Catholic school principal administers the policies of the Iowa Department of Education, and the Policies for Faith Formation and Education Programs in the Diocese of Davenport.

### **I. Principal as Spiritual Leader**

- A. Develops and implements a statement of school philosophy and mission which are consistent with the Vision Statement for Catholic Schools in the Diocese of Davenport.
- B. Nurtures the Faith development of faculty and staff by providing opportunities for spiritual growth.
- C. Ensures the quality of Catholic religious education and provides for the certification of catechists.
- D. Provides opportunities for liturgical celebrations.
- E. Supports and fosters Christian service activities among students.
- F. Fosters collaboration between the parish (es) and the school.
- G. Creates a school climate conducive to growth in moral and spiritual values.
- H. Organizes effective ways of facilitating the role of parents and families as primary educators.
- I. Works toward the creation of a Christian community within the school.
- J. Integrates Gospel values and Christian ethics into the curriculum, policies, and life of the school.
- K. Provides leadership for achieving the goals of Catholic education and demonstrates the knowledge of the history and purpose of Catholic education in the United States.
- L. Practices in the principles of justice in all decision-making.

### **II. Human Relations Leader**

- A. Recruits, interviews, selects, assigns and organizes staff in a way that assures the greatest potential for accomplishing the school's mission.
- B. Maintain open channels for two-way communication with all members of the school community; establishes and makes known the procedures for hearing complaints and resolving conflicts.
- C. Develops and facilitates the use of all appropriate means of communication including employee handbook, parent-student handbook, regularly scheduled bulletins or newsletters, and parent conferences.
- C. Provides for an orderly school environment and promotes student self-discipline.
- D. Provides for development in the broadest sense, including an effective public relations program and a school marketing program.
- E. Creates an open and honest climate conducive to personal and social growth of staff and students.

### **III. Principal as Instructional and Curriculum Leader**

- A. Provides leadership in curriculum development, especially for the integration of Christian values.
- B. Supervises instruction effectively, visits classrooms regularly, and requires systematic, well-developed lesson plans.
- C. Engages staff in the study and use of effective teaching practices.\
- D. Provides support strategies such as mentors, research and support teams.
- E. Encourages staff to create professional networks both within and outside the school.
- F. Plans for effective integration of technology into the curriculum.
- G. Assists teachers in professional growth through staff development opportunities, faculty meetings, classroom observations and conferences.
- H. Assists the faculty in implementing effective procedures for assessing student learning and in appropriately using standardized test results.
- I. Plans, directs and actively supports the extracurricular program to meet students' needs.
- J. Plans for the continuous improvement of instruction in the school.

### **IV. Principal as a Managerial Leader**

- A. Demonstrates competency in general administration of the school.
- B. Participates in development and implementation of annual budget.
- C. Provides leadership for local board of education.
- D. Plans, conducts, and reports fire and safety drills in accordance with adopted policies and local codes.
- E. Enforces immunization and other health requirements and see that health records and emergency information cards are maintained and kept up-to date.
- F. Ensures that the physical plant is adequate, safe, clean, and conducive to learning.
- G. Seeks financial support and resources beyond the school and parish.
- H. Approves and supervises all fund-raising initiatives.
  - 1. Keeps abreast of developments in education law.
  - 2. Develops plans to apply technology to management activities.
  - 3. Maintains a continuous program of supervision and evaluation of the faculty and staff.
  - 4. Works collaboratively with the local board of education in decision making, development of the budget and long range planning.
  - 5. Provides for effective management of the school office including submitting reports in an accurate and timely manner, keeping records up to date, publishing the calendar and providing for office and phone coverage.

### **V. Principal Accountability to the Pastor**

- A. Works with the pastor on matters pertaining to religious education, religious policies, Catholic Identity of the school, liturgical celebrations and parent education programs.
- B. Fosters understanding of the school as a ministry of the parish.
- C. Represents the school or the parish on committees and parish events as requested by the pastor.
- D. Maintains a collaborative relationship between the school and all other ministries of the parish.
- E. Gives consideration to programs recommended by the pastor.
- F. Keep the pastor informed of important matters concerning the school, the faculty, staff and students.

## **VI. Principal Accountability to the Office of Catholic Schools**

- A. Implements Diocesan policies.
- B. Attends and participates in diocesan-sponsored meetings and professional development programs.
- C. Keeps the superintendent informed of changes in the school program.
- D. Communicates to the superintendent in a timely manner any extraordinary events (i.e. legal issues, media inquiries etc.).
- E. Cooperates with governmental programs.
- F. Maintains appropriate records and submits required reports in a timely manner.

## **Important Events to Remember / Mark Your Calendar**

### ***Diocesan-wide In-Services:***

- Schedules for diocesan-wide in-services will be emailed to you in March-May whenever we get the current Davenport School calendar. In-services for new principals, new teachers and returning principals are usually scheduled sometime early to mid-August. Opening mass with the Bishop and Opening Convocation/PD will be held in Davenport, Iowa City and Fort Madison on the three weekdays prior to the start of classes on August 23. Attendance is required for all diocesan teachers and administrators. Diocesan teachers who switch schools within the diocese are not required to participate in new teacher orientation a second time.

### ***Principal Retreat***

- A spiritual retreat/specific learning experience will be held on a Friday in March or April. The All Catholic School Administrators conference is held in Des Moines every other summer. The next conference will be in June of 2018.

### ***School Masses***

- The Office of Catholic schools will work with the Bishop's office on scheduling Masses where the Bishop will be the principal celebrant. The Bishop presides at a special Mass in half of the local schools each year and rotates to the other schools the following year.

### ***Principal Meetings***

- The Office of Catholic schools will provide of schedule for all diocesan principal meetings prior to the start of the school year. The meetings are usually scheduled for the 2<sup>nd</sup> Tuesday of most months. The August meeting will be held at St. Vincent's Center in Davenport. All other meetings will be held on the campus of Regina Catholic Schools in Iowa City. All principals are expected to attend all principal meetings unless there is an emergency or special permission is given to you by the Superintendent.

### ***Vocation Days***

- Each year the Diocesan Director of Vocations will decide if students will be participating in Diocesan vocations days. Historically these events are set up by Director of Vocations with one event in the fall for 11<sup>th</sup> grade students and one in the spring for 6<sup>th</sup> grade students. The fall event takes place in Bettendorf and Mt. Pleasant is the site of the spring event. You are asked to send your students with teacher and chaperone if needed. It is an all-day event and lunch is always provided.

## **How to Use the Diocesan Website**

We recommended the latest version of your browser to view the site: [www.davenportdiocese.org](http://www.davenportdiocese.org)

Search Feature: You can use the search feature in the left column to do a Google search of the Diocese of Davenport website.

If you are looking for school information you need to go to: [www.davenportdiocese.org/schools](http://www.davenportdiocese.org/schools)

If you are looking for information on Faith Formation you need to go to: [www.davenportdiocese.org/faith-formation](http://www.davenportdiocese.org/faith-formation)

If you are looking for information on Safe Environment you need to go to: [www.davenportdiocese.org/safe-environment](http://www.davenportdiocese.org/safe-environment)

There is an abundance of information that has been provided for you and your staff to use on the diocesan website. It is updated often so please make sure you are checking here before printing something out for staff or others so you have the most recent copy.

## **Locating Key Documents**

### ***School Items***

- Website: [www.davenportdiocese.org/schools](http://www.davenportdiocese.org/schools)
- Schools Library is where you will find all the forms, manuals, policies, etc.  
[www.davenportdiocese.org/schools-library](http://www.davenportdiocese.org/schools-library)

### ***International Students***

- Website: [www.davenportdiocese.org/international-students](http://www.davenportdiocese.org/international-students)
- Forms for International Students is where you will find all fillable forms for the students to fill out and submit

### ***Safe Environment Program***

- Website: [www.davenportdiocese.org/safe-environment](http://www.davenportdiocese.org/safe-environment)
- SE Library is where you will find instructions, policies and Safe Environment Requirements
- VIRTUS – [www.virtus.org](http://www.virtus.org)

## **General Information Pertinent to the Diocese of Davenport Office of Catholic Schools**

The Office of Catholic Schools is responsible for oversight of all Catholic Schools, Preschools and Daycare Centers within our diocese. The Superintendent is assisted by an Administrative Assistant.

The Superintendent shall:

1. Ensure compliance with all State and Federal certification requirements for each school. Provide leadership to each school in maintaining compliance and high academic standards and the infusion of gospel values.
2. Provide expertise to the various organizations of the educational system; serving as a member of committees or directly providing leadership to school management teams.
3. Evaluate the quality of Catholic education being provided through the analysis of reports and by personal visits and exchange of information.
4. Provide insight into opportunities to expand service or improve levels of service.
5. Monitor the efficient and effective operation of the educational system in collaboration with all Diocesan Departments.
6. Assist local Boards with the annual evaluation of their school administrators. Advise and oversee local boards with regard to hiring, firing, disciplinary action or termination of school administrators.
7. Serve as a liaison between the Bishop's office and each Catholic school or regional school system. Represent the Diocese in the area of education to the state and national education associations and meetings.
8. Be responsible for the organizing the activities and inform stakeholders of the duties of the Diocesan School Board.
9. Serve on the Board of the STO of Southeast Iowa in an ex-officio capacity.
10. Plan budget in the light of the determined goals/objectives for the Schools of the Diocese.
11. In conjunction with the Safe Environment Coordinator insure that all schools employees and volunteers have been trained in VIRTUS (PGC), completed a background check, agreed to Policies Relating to Sexual and Personal Behavior and implemented the Circle of Grace Curriculum.
12. In conjunction with the Faith Formation Office insure that all school employees and volunteers have implemented the Lifelong Faith Formation Curriculum.
13. Assist with other responsibilities and projects as assigned by the Bishop.

### **In Addition**

The Administrative Assistant in the Office of Catholic Schools provides a valuable communications link with all schools. Communication usually comes in the form of email to the principal and school secretary. Those schools that have Assistant Principals and Presidents are included in these emails as well. The administrative assistant in the Office of Catholic Schools processes all documentation and paperwork relating to International Students that attend our schools on an F-1 visa. The administrative assistant is also responsible for Office of

Catholic Schools website, answers correspondence via email or phone and manages the Safe Environment program. Organizations placing international students in the Diocese of Davenport must be approved by the Office of Catholic Schools.

- All calls that come into The Office of Catholic Schools are kept confidential and may be shared with other offices or personnel if it pertains to that department or person.
- All principals are required to have a Skype account and address. Please forward that to our office ASAP so we can update other principals. They need to add you so you can be connected to them. SKYPE is used sometimes when weather is severe and a meeting has been cancelled.
- The Office of Catholic Schools Director also serves as the Director of the Missionary Childhood Association. All Diocesan schools are urged to participate in this annual event. Materials must be ordered from the Office of Catholic Schools in a timely manner so they arrive prior to the event.
- The Office of Catholic Schools will set the calendar of events for the up-coming academic year including in-services, masses, principal meetings, etc. when we receive the approved academic calendars from all of our local Catholic schools. The local Catholic schools will for the most part have to coordinate their school calendars with the local public schools if using their busing services.
- Scott County Schools can apply for Riverboat Grant monies, operating on a fall and spring schedule. This is done online by the school principal or designated person by the principal.
- All administrators should make it a priority to get items required by our office to get them turned in a timely manner. This will help eliminate issues throughout the year. Principals should have a contract by end of May and send a copy to our office immediately. We will check to make sure all administrators are current on their own license as well. If you are not current, the Superintendent will contact you to discuss the matter.
- Teacher licensure should be checked each year by the principal or your designee to make sure your staff is licensed and current by the State of Iowa Board of Educational Examiner standards.
- Each school board may conduct an annual review of the principal's performance, but the official evaluation must be done by the Diocesan Superintendent of Schools by March 15 if there are issues to correct or by July 15<sup>th</sup> if no issues exist. The Office of Catholic Schools will keep a signed copy of the evaluation in their personnel files.
- State of Iowa Accreditation –All Catholic Schools in the Diocese of Davenport are required to maintain State of Iowa Accreditation. Data as required by the state will be submitted annually. A local school may be assigned a site visit based on the data submitted and reviewed. The principal be notified by the state if and when your school site visit will occur. Notify the Superintendent of these dates as soon as you get them. Make sure all your manuals, forms, curriculum are up-to-date. These are always available on our website: [www.davenportdiocese.org](http://www.davenportdiocese.org)
- Remodeling or Building Projects – the local Catholic school personnel must have all formal paperwork filed before they can move forward or allow construction to start on any school building project. The diocesan procedure is outlined in section five (5) of the *Parish Manual*. The first step requires a letter to the Bishop outlining the scope and intent of the building project. Ultimately the project must be approved by the Diocesan Building Commission.

- School Survey – each school must provide this information to the Diocese of Davenport. The data collected serves several purposes by several departments throughout the school year. Make sure it is accurate with contacts and email information. You will be asked to provide specific enrollment for your local school. NCEA requires specific enrollment figures which may differ from those required by the Iowa Department of Education. We understand you have to provide information by different dates for different reasons. We follow the NCEA enrollment date for our information. You are required to send us your certified enrollment as well, which counts **only** Iowa students.
- BEDs –Personnel from your school are responsible for filing your BEDS reports as required by the Iowa Department of Education, by the deadlines set forth in the instructions contained on the Edinsight portal provided by the Iowa Department of Education.
- Liturgies – Each school must name someone to be responsible for filling out the liturgy forms for when the Bishop presides at Mass at your school. The required form is due to the Director of Liturgy and Deacon Formation two weeks prior to the scheduled Mass.

## **Procedures Prior to Beginning a Successful School Year**

Activities should include the following:

Note: A good principal is able to delegate some of these things to other qualified individuals. However the responsibility for all things done in the total operation of the Local Catholic School rests with you, the local Catholic school principal.

- Plan for the opening of the school year by reviewing the pertinent activities and schedule for the month of August.
- Name someone to assist the principal with campus ministry duties and liturgical celebrations.
- Name someone to oversee the Safe Environment Program and submit the name to the Safe Environment Coordinator.
- Revisit the mission of the school and its local Charism with board and staff members.
- Ensure all individuals required to have a background check have done so and register for VIRTUS prior to employment or volunteering.
- Familiarize yourself with the Student Information System and its capacity to generate necessary reports.
- Gain a thorough understanding of the Diocesan Safe Environment Program and your responsibility in ensure compliance with the diocesan policy.
- Register on Teach Iowa, clean up any positions that have been filled.
- Review all Catholic Identity indicators with staff members including prayer expectations etc.
- Enroll on the Iowa portal by acquiring an Iowa ID.
- Prepare staff, student and parent handbooks.
- Plan a welcome or orientation for new families and new students.
- Review the staff development plan including Faith Formation events for the current school year.
- Recognize new students at the first school Mass that they attend.
- Review the school website to ensure pertinent key information is current.
- (If New) review key traditions with key staff members.
- Select mentors for new staff members.
- Send basic required information to new staff members to eliminate confusion at the beginning of the school year.
- Touch base with the pastor to review his direct involvement with the total school program.
- Prepare for the opening faculty meeting.
- Identify goals and priorities for the first month of school.
- Review the staff evaluation policy and procedures with all staff members
- Review the policy for classroom visitations and follow-up conferences with teachers.
- Inform staff, parents and students of (Discipline Policy, Attendance and Tardy Procedures and Visitation procedures).
- Inform staff of the requirement for substitute/guest teacher plans, etc.)
- Review the chain of command with board members, staff and parents.
- Review the *Monthly Check List for Principals* and Tickler Files.
- Reserve of time for brainstorming and future planning with stakeholders throughout the year.
- Review the school improvement plan goals with board and faculty members and establish a SIAC committee.
- Review the school communication plan: Weekly Bulletins for Staff and Parents/Website/e-blasts /emergency notifications etc.
- Review Fire Drill procedures with all staff.
- Review ALICE training with all staff members.
- Review guidelines for student assemblies, pep fests, etc.

- Plan a walk-through of facilities with the head housekeeping/ maintenance personnel to ensure the facilities are ready for student arrival and to identify physical and safety plant needs.
- Review the purpose and operational details for regularly scheduled faculty meetings.
- Review the purpose and schedule initial meetings with the chairs of Home and School, Parent Advisory Council (PAC) and/or Site Council Meeting(s), which ever pertains to the local school.
- Schedule meetings for and review the purpose of department/grade level meetings/PLC teams etc.
- Review the purpose of Student Council and review meeting guidelines and the constitution of the student council.
- Schedule a new teacher orientation and mentoring meeting with probationary staff members.
- Block out the scheduled times for Diocesan Administrators' Meetings on your personal calendar.
- Review your understanding of your role in Board of Education Meetings with the Board Chair and Pastor or Priest Leader on you board.
- Determine policy for dissemination of the Parent Newsletter.
- Set parameters for publication of a Student Newspaper if you have one.
- Determine policy for press releases for the local newspaper.
- Review bus policy and follow-up on any carry-over bus violations.
- Review of academic and good conduct Eligibility Guidelines and individual lists of ineligible individuals with the Athletic director (secondary).
- Review supervision and attendance guidelines at Athletic Contests (secondary).
- Review the entire school budget and spot-check the Expenditure Accounts and respond to "Red Flag" Items.
- Consider hosting of Parent Coffee Hours or parent events as a communications tool.
- Review any responsibility that the principal has with the Federal or Local hot lunch program and determine where and who will publish the Monthly lunch menus.
- Review of Progress toward Annual Building Goals.
- Checkup on status of Ongoing and Ad Hoc Committees
- Review the responsibility for posting of Upcoming Events on Outdoor Display Board.
- Review recognition and reward policies of your school including such things as "Student of the Month" – etc.
- Review Iowa Sexual Registry for your city or neighborhood.
- Review VIRTUS Bulletin Reading Report (quarterly).
- Make sure required staff are up-to-date on the requirements for VIRTUS.
- Review special custody arrangements so court orders can be followed when necessary and inform only the people who need to know.
- Schedule transition meetings with parents and teachers of students who operate with a 504 plan and communicate adaptations with the pertinent teacher or staff member.
- Review the school's anti-bullying plan and procedures with staff and students.

### Monthly Reminders Checklist

The following is only a partial listing of the job responsibilities you have as principal. You may wish to develop your own reminders list and sync it to your electronic calendar.

**JULY:**      This “Half-Time” in your summer.

- \_\_\_\_\_ Transition from previous principal when possible if you are new in your position.
- \_\_\_\_\_ If your pastor is new to your parish, schedule a meeting with him in the first two weeks of July to discuss your mutual expectations. Update the pastor’s or parochial vicar’s name on all documents and websites.
- \_\_\_\_\_ Make sure the Office of Catholic Schools has your current email address and cell phone number for upcoming school year.
- \_\_\_\_\_ Send your contract for upcoming school year to the Office of Catholic Schools
- \_\_\_\_\_ Complete staffing, scheduling, and assignment of students for coming year.
- \_\_\_\_\_ Finalize the Official School Calendar including special activities for coming year.
- \_\_\_\_\_ Finalize building goals for coming year.
- \_\_\_\_\_ Review/revise school policies to make them current with Diocesan policies.
- \_\_\_\_\_ Complete, gather data and prepare State Reports.
- \_\_\_\_\_ Prepare new staff packets and new family packets.
- \_\_\_\_\_ Prepare a welcome back letter for staff and parents for the upcoming school year.
- \_\_\_\_\_ Make sure the school testing program dates are on the calendar to inform staff, parents and students.
- \_\_\_\_\_ Inform new staff of the methods required in your building for monitoring student achievement (I-Ready, FAST etc.).
- \_\_\_\_\_ Set the yearly theme (religious and academic) requesting each class to design specific theme activities?
- \_\_\_\_\_ Scheduled the major liturgical celebrations for the year, assigning a specific person to be in charge and report directly to you with all the preparation details?
- \_\_\_\_\_ Determine a regular meeting schedule with your pastor and discuss the two-way communication each party desires.
- \_\_\_\_\_ Scheduled the monthly agenda meeting with the board president?
- \_\_\_\_\_ Prepare for new staff orientation.
- \_\_\_\_\_ Scheduled parent activities for the year. Outline the agenda, rules and procedures. Set up

committees to prepare publicity? Confer with committee chairs and presidents of various parent groups.

- \_\_\_\_\_ Outline the public relation/communication programs for the year. Delegate responsibility for public relations to a dynamic Individual or group that clearly understands they must report to you before initiating any activities.
- \_\_\_\_\_ Schedule a meeting with the pastor and the bookkeeper and carefully scrutinize the budget.
- \_\_\_\_\_ Daily, reflect on your goals and accomplishments and participate in activities that renew you educationally, spiritually, and physically.
- \_\_\_\_\_ 504's/IEP's at the very least, know which students in your bldg. has one of these before school starts and who is responsible to carry out the required accommodations.
- \_\_\_\_\_ Ensure all current staff are up to date on licensure requirements and monitor progress to see that all new staff have proper Licensure.
- \_\_\_\_\_ Safe Environment Program is completed (this includes background checks) – All staff and volunteers
- \_\_\_\_\_ Inform new families and new staff of Dress Code requirements.
- \_\_\_\_\_ Review the school year Mass Schedule.
- \_\_\_\_\_ Review In-Service Schedules and Agendas.
- \_\_\_\_\_ Develop a packet for school volunteers that contains all Diocesan requirements for volunteers.
- \_\_\_\_\_ Meet with your IT person to ensure technology repairs and installations are on target for the start of school.
- \_\_\_\_\_ Review summer maintenance items with maintenance personnel to monitor preparedness for the start of school.
- \_\_\_\_\_ Make sure all plans for Unpack the Back Pack nights, new family orientation, online or personal registration, first day of school plans are shared with staff, students and parents.
- \_\_\_\_\_ Continually monitor the schools website for welcoming message, pertinent and timely content.
- \_\_\_\_\_ Ensure all new staff members are on the school's email lists and assign them pass words and privileges to the schools technology system as soon as possible so they are not worrying about anything but instruction as they start the school year.

**AUGUST:**

- \_\_\_\_\_ Highlight important dates/events and review checklists for preparedness.
- \_\_\_\_\_ Prepare for opening in-service.
- \_\_\_\_\_ Prepare for NEW Staff Orientation.
- \_\_\_\_\_ Select mentors for new teachers.
- \_\_\_\_\_ Review expectations with your pastor for school opening events.
- \_\_\_\_\_ Board of Education
  - Report –review how to write a board report
  - Review procedures for a Board Meeting
  - Establish Board Relations/Expectations
  - Orient new board members
  - Review constitution and by-laws with the whole board.
  - Revisit the concept of Executive Session - what does that mean – procedures of “open” and “executive” sessions.
  - Read the Policies for Faith Formation and Schools a couple times , what policies should be in place Parish vs. School
  - What committees are required of all schools? (SIAC etc.)
  - REVIEW CHAIN OF COMMAND
- \_\_\_\_\_ Liturgy Planning, if the Bishop is presiding the proper forms must be returned to Deacon Frank Agnoli
- \_\_\_\_\_ Review and respond if necessary to all Diocesan Communication
- \_\_\_\_\_ Schedule transition meetings with teachers and parents of students with IEP's or 504 plans.
- \_\_\_\_\_ Review the Diocesan Structure with all new staff members.
- \_\_\_\_\_ Review and decide which curriculum area you will study and order sample textbooks for examination.
- \_\_\_\_\_ Be reminded there is no list of approved textbooks for the Diocese of Davenport, but you must inform and receive permission from the Diocesan superintendent before ordering.
- \_\_\_\_\_ Review all Safe Environment program components, (requirements, compliance, and audit).
- \_\_\_\_\_ Prepare a directory of approved school volunteers.
- \_\_\_\_\_ Prepare for all mandatory trainings – Blood borne Pathogens, Right to Know, and Mandatory Reporting for Abuse etc.
- \_\_\_\_\_ Attend the initial Diocesan Principal's monthly meeting in Davenport.
- \_\_\_\_\_ Ensure Student Management System is operational with new students entered and new staff oriented to the system.
- \_\_\_\_\_ Line of authority and chain of command should be reviewed with all staff.

- \_\_\_\_\_ Prepare back-to-school communications (students, staff, and parents) and post a welcome message on the school website.
- \_\_\_\_\_ Prepare school opening press release for the local and Catholic media.
- \_\_\_\_\_ Inform parents of the bus schedule.
- \_\_\_\_\_ Check birth and vaccination certificates for all incoming students.
- \_\_\_\_\_ Finish back-to-school workshop plans.
- \_\_\_\_\_ Meet with new Home & School officers to plan year
  - Review Relationship/Rules with Home and School Assoc.
- \_\_\_\_\_ Schedule year's social activities for students
- \_\_\_\_\_ Check/test bell signal system
- \_\_\_\_\_ Establish fire drill schedule and emergency procedures.
- \_\_\_\_\_ Recruit parent volunteers and inform them of requirements.
- \_\_\_\_\_ Identify room mothers or appropriate parent support systems.
- \_\_\_\_\_ Compile directory information and disseminate to appropriate individuals who have the right and need to know.
- \_\_\_\_\_ Organize student groups (i.e., bus patrol, student council, etc.)
- \_\_\_\_\_ Make locker assignments.
- \_\_\_\_\_ Make homeroom procedures known especially at the secondary level.
- \_\_\_\_\_ Assign lunchroom periods and staff duties.
- \_\_\_\_\_ Hold New staff orientation
- \_\_\_\_\_ Hold orientation for guest teachers (substitutes).
- \_\_\_\_\_ Execute effective Back-to-School workshop for teachers
- \_\_\_\_\_ Conduct a final check of buildings and grounds
- \_\_\_\_\_ Hold new student orientation and new family orientation.
- \_\_\_\_\_ School begins-prepare the schedule for the first day.
- \_\_\_\_\_ Review FAST Testing procedures with new staff.
- \_\_\_\_\_ Design your observation and evaluation schedule for the year? Schedule time for teacher (employee) conferences, classroom visitations and post conferences?

- \_\_\_\_\_ Establish your daily schedule allowing time to “walk” through the building each day so your very \ presence says “I care”?
- \_\_\_\_\_ Assign (or asked for volunteers) to prepare each prayer service for faculty meetings?
- \_\_\_\_\_ Review the school’s daily prayer requirements, charism, mission statement and commitment to Catholic Identity.
- \_\_\_\_\_ Established religious celebration days for whole school participation, choose coordinator to prepare these celebrations and have them report directly to you with the particulars?
- \_\_\_\_\_ Established format for lesson plans and scheduled field trips?
- \_\_\_\_\_ Review the teacher evaluation system and professional expectations with all teachers, and review new teacher requirements.
- \_\_\_\_\_ Meet at the conclusion of the first day of school to discuss any items that need smoothed out.

#### **SEPTEMBER**

- \_\_\_\_\_ Organize a Back to School, curriculum or open house night.
- \_\_\_\_\_ BOEE website – check teacher certifications.
- \_\_\_\_\_ Complete all required state reports such as, APR, CSIP, BEDS, C-Plan
- \_\_\_\_\_ Input information into EDINSIGHT and review existing information.
- \_\_\_\_\_ Teacher Evaluation / Begin Classroom observations and visits.
- \_\_\_\_\_ Recognize Catechetical Sunday
- \_\_\_\_\_ Assign someone to write and submit your grant for Scott County Regional Authority (SC only) due end of Sept.
- \_\_\_\_\_ Make schedule and class adjustments as needed
- \_\_\_\_\_ Conduct bus safety training for students
- \_\_\_\_\_ Establish emergency calling tree for staff
- \_\_\_\_\_ Meet with Social Committee to plan year’s activities for staff
- \_\_\_\_\_ Communicate with stakeholders
- \_\_\_\_\_ Attend Principals’ meeting
- \_\_\_\_\_ Complete student transitional meetings

- \_\_\_\_\_ Made provisions for your own evaluation with the diocesan superintendent.
- \_\_\_\_\_ Review teacher specific goals for the year and how they expect to accomplish those goals?
- \_\_\_\_\_ Conduct first fire and tornado drill.
- \_\_\_\_\_ Meet with new teachers to review challenges thus far.
- \_\_\_\_\_ Review the school budget and understand proper fiscal procedures.
- \_\_\_\_\_ Implement your supervision plan.
- \_\_\_\_\_ Walk through the building daily.
- \_\_\_\_\_ Talked with the custodian, secretary, cafeteria personnel about what is needed to successfully complete their work.
- \_\_\_\_\_ Sent all important information to the Office of Catholic Schools.
- \_\_\_\_\_ Carefully scrutinized the budget; compared it to actual expenditures and revenues?
- \_\_\_\_\_ State reports complete or near completion.
- \_\_\_\_\_ Complete Diocesan School Survey and NCEA report and return by deadline.

**OCTOBER:**

- \_\_\_\_\_ Conduct Official enrollment count
- \_\_\_\_\_ Professional Development (need a record of past PD)
- \_\_\_\_\_ Sacramental prep procedures (1<sup>st</sup> Communion, Confirmation, etc.) in multiple parish and single parish schools
- \_\_\_\_\_ Continue to assess the culture of your school.
- \_\_\_\_\_ State Funded Voluntary Pre School
- \_\_\_\_\_ Conduct ongoing fundraising (annual) e.g. magazines sales drives)
- \_\_\_\_\_ STO- remind donors to commit to your school.
- \_\_\_\_\_ Title 1
- \_\_\_\_\_ School pictures
- \_\_\_\_\_ Homecoming (secondary) in football schools
- \_\_\_\_\_ Capital budget requests due
- \_\_\_\_\_ PSAT Testing (secondary)

- \_\_\_\_\_ Communicate with stakeholders.
- \_\_\_\_\_ Attend Principals' meeting
- \_\_\_\_\_ Schedule the parent teacher conferences and notify parents and teachers of the guidelines for such conferences.
- \_\_\_\_\_ Continue with your supervision schedule.
- \_\_\_\_\_ Meet with the pastor?
- \_\_\_\_\_ Start to document your classroom visitations and hold employee conferences.
- \_\_\_\_\_ Confer with your secretary about office procedures.
- \_\_\_\_\_ Carefully scrutinize the budget; comparing it to actual expenditures and revenues.

**NOVEMBER:**

- \_\_\_\_\_ Important dates/events
- \_\_\_\_\_ Initiate parent opinion survey for school improvement. (every three to five years).
- \_\_\_\_\_ Begin the annual budget process
- \_\_\_\_\_ Continue teacher evaluations
- \_\_\_\_\_ Staff Evaluations
- \_\_\_\_\_ Last chance to drop classes with no failure (secondary)
- \_\_\_\_\_ End of quarter
- \_\_\_\_\_ Honor Roll
- \_\_\_\_\_ Report Cards
- \_\_\_\_\_ Parent-Teacher Conferences
- \_\_\_\_\_ Winter sports begin (middle/high school)
- \_\_\_\_\_ Communicate with stakeholders.
- \_\_\_\_\_ Attend Principals' meeting
- \_\_\_\_\_ Report relevant school information to appropriate stakeholders.
- \_\_\_\_\_ Met with the pastor to discuss any concerns and to review the school year with him?
- \_\_\_\_\_ Identify teachers who may need more assistance.

- \_\_\_\_\_ Review faculty staff and student handbooks with building leadership team seeking recommended changes for the following year.
- \_\_\_\_\_ Review and update your school brochure.
- \_\_\_\_\_ Carefully scrutinize the budget; comparing it to actual expenditures and revenues.
- \_\_\_\_\_ Start the budget process for the year.

**DECEMBER:**

- \_\_\_\_\_ Prepare for the school-wide celebration of the advent season.
- \_\_\_\_\_ Complete first semester teacher evaluation conferences and reports
- \_\_\_\_\_ Solicit input in preparation for next fiscal year's budget and set tuition for the upcoming year.
- \_\_\_\_\_ Conduct mid-year assessment of physical plant and capital equipment needs.
- \_\_\_\_\_ Prepare for Catholic Schools week by appointing a committee and chairperson.
- \_\_\_\_\_ Communicate with stakeholders.
- \_\_\_\_\_ Attend Principals' meeting
- \_\_\_\_\_ Clearly state your concerns to teachers who require considerable remediation and may be facing non-renewal?
- \_\_\_\_\_ Prepare an appropriate Christmas message for staff and students.
- \_\_\_\_\_ Carefully scrutinize the budget; comparing it to actual expenditures and revenues.

**JANUARY:**

- \_\_\_\_\_ Kick off school marketing campaign for the upcoming year
- \_\_\_\_\_ Initiate school-wide goal-setting for the following year.
- \_\_\_\_\_ Monitor student progress especially first semester grades.
- \_\_\_\_\_ Finalize midyear changes (class or schedule adjustments, etc.)
- \_\_\_\_\_ Make plans for kindergarten round-up and preschool screening (elementary).
- \_\_\_\_\_ Career Day (middle/high school)
- \_\_\_\_\_ College Financial Aid Meeting (secondary)
- \_\_\_\_\_ End of semester
- \_\_\_\_\_ Publish Honor Roll

- \_\_\_\_\_ Disseminate report cards
- \_\_\_\_\_ Update behavior plans
- \_\_\_\_\_ Communicate with stakeholders
- \_\_\_\_\_ Attend Principals' meeting
- \_\_\_\_\_ Review plans for Catholic Schools Week and inform local and Catholic media of special events. Involve the parish.
- \_\_\_\_\_ Review the academic progress of the students. Examine the distribution of grades by class and subject matter area.
- \_\_\_\_\_ Inform teachers of serious intent to terminate or non-renew a probationary contract
- \_\_\_\_\_ Send Iowa Tax Credit information to parents/guardians

**FEBRUARY:**

- \_\_\_\_\_ Prepare for school-wide activity participation in the season of Lent
- \_\_\_\_\_ Approve teacher salaries and benefit package for the coming school year.
- \_\_\_\_\_ Evaluate Catholic Schools Week activities while they are still committed to short-term memory.
- \_\_\_\_\_ The Board of education will review the principal's goal achievement and performance and submit information to the Office of Catholic School as the superintendent completes the final evaluation.
- \_\_\_\_\_ Begin plans for graduation (secondary)
- \_\_\_\_\_ Conduct meetings for or electronically disseminate Information on the registration process for coming year.
- \_\_\_\_\_ Convert application materials and registration forms to online format to streamline the process.
- \_\_\_\_\_ Complete registration and enrollment for coming year.
- \_\_\_\_\_ Recommend any terminations or nonrenewal of probationary personnel.
- \_\_\_\_\_ Continue developing the academic calendar for the next school year.

**MARCH:**

- \_\_\_\_\_ Notice of Termination or Non-renewal must be delivered to staff members by midnight March 31<sup>st</sup>.
- \_\_\_\_\_ Assign someone to write and submit your grant for Scott County Regional Authority (SC only) due end of March.
- \_\_\_\_\_ Make sure required screening have been done such as vision, hearing, and scoliosis screening.

- \_\_\_\_\_ Initiate preparation of supply orders and requisitions for coming year.
- \_\_\_\_\_ End of quarter
- \_\_\_\_\_ Honor Roll
- \_\_\_\_\_ Report cards
- \_\_\_\_\_ Spring Parent-Teacher Conferences (notify parents if additional parties will be attending the conference)
- \_\_\_\_\_ Adopt next year's school calendar, mindful that classes may not begin until August 23 on any given year.
- \_\_\_\_\_ Next year's tuition schedule and calendar should be sent to the Office of Catholic Schools.

**APRIL:**

- \_\_\_\_\_ Order Diocesan Assessments if you still utilize any portion of them.
- \_\_\_\_\_ 6<sup>th</sup> Grade Vocations Day (5<sup>th</sup> grade if you are a K-5 school) (If Applicable)
- \_\_\_\_\_ Build Master Schedule for coming year.
- \_\_\_\_\_ Complete Graduation arrangements.
- \_\_\_\_\_ Administer Standardized Testing Program-Iowa Assessments (Smarter Balanced Spring 2018)
- \_\_\_\_\_ Spring sports begin (secondary)
- \_\_\_\_\_ Tornado drill
- \_\_\_\_\_ Finalize and approve summer school/camp plans.
- \_\_\_\_\_ Plan Prom and Post Prom activities and procedures (secondary)

**MAY/JUNE:**

- \_\_\_\_\_ Diocesan Assessments if used are to be given in the early part of May.
- \_\_\_\_\_ Summit list of professional accomplishments to the Diocesan superintendent of schools.
- \_\_\_\_\_ Set Final Examination schedule in secondary schools.
- \_\_\_\_\_ Conduct transition meetings for students with special needs of any kind. (Must take place prior to the first day of classes in the fall).
- \_\_\_\_\_ Check status of probationary students and inform parents of progress.
- \_\_\_\_\_ Conduct awards programs/assemblies (athletic, spiritual, academic, fine arts, etc.)

- \_\_\_\_\_ Finalize Baccalaureate and Graduation plans.
- \_\_\_\_\_ Call for final reports from all ongoing and ad hoc committees.
- \_\_\_\_\_ Clean-out lockers and prepare classrooms for summer cleaning.
- \_\_\_\_\_ Provide the maintenance department with a list of summer repairs needed in individual classrooms.
- \_\_\_\_\_ Get teacher's summer contact information.
- \_\_\_\_\_ Prepare building year-end report for various audiences.

**JUNE:**

- \_\_\_\_\_ Final examinations, due dates for grades and dispersal of report cards.
- \_\_\_\_\_ Advance students in the student information system for the coming year.
- \_\_\_\_\_ Honor retirees and individuals concluding their work experience with the local catholic schools.
- \_\_\_\_\_ Recognize (celebrate) volunteers and guest teachers (substitutes).
- \_\_\_\_\_ SAT Testing (secondary)
- \_\_\_\_\_ Have the appropriate individuals sign diplomas (secondary).
- \_\_\_\_\_ Schedule or approve end-of-school festivities or field days etc.
- \_\_\_\_\_ Confer with students who will not graduate (secondary).
- \_\_\_\_\_ Baccalaureate Service (secondary)
- \_\_\_\_\_ Graduation (secondary)
- \_\_\_\_\_ Remind student, staff and parents of last day of school dismissal times and procedures.
- \_\_\_\_\_ Collect teacher job targets for coming year.
- \_\_\_\_\_ Closing staff workshop and teacher check out.
- \_\_\_\_\_ Check in teacher materials/supplies
  - Records are up to date
  - Permanent record cards
  - Dental and health cards
  - Keys
  - Grade reports
  - Review Assessment Data
- \_\_\_\_\_ Honor Roll
- \_\_\_\_\_ Mail or distribute year-end report cards
- \_\_\_\_\_ Summer School/Camp begins (if you have them)

- \_\_\_\_\_ Conduct year-end inventory of textbooks, supplies, and equipment.
- \_\_\_\_\_ Complete book orders and supply requisitions for coming year.
- \_\_\_\_\_ Close out and audit financial records.
- \_\_\_\_\_ Review summer maintenance, repair, technology repair and installation, remodeling, and ground keeping schedules.
- \_\_\_\_\_ Review curriculum changes for the coming year.
- \_\_\_\_\_ Review/revise student, staff and parent handbooks

**Anytime/Summertime:**

- \_\_\_\_\_ Develop and employ marketing/recruitment strategies.
- \_\_\_\_\_ Prepare report for the Office of Safe Environment at the Diocese of Davenport to demonstrate compliance for the annual audit and diocesan policy.
- \_\_\_\_\_ Provide tours to prospective students and their parents.
- \_\_\_\_\_ Continuously monitor teaching and learning.
- \_\_\_\_\_ Assess mission attainment of the local Catholic School with the Pastor.
- \_\_\_\_\_ Acknowledge individuals, groups for special achievements.
- \_\_\_\_\_ Evaluate current use of educational technology and assess technology equipment and professional development needs for the coming year.
- \_\_\_\_\_ Demonstrate considerable passion about Catholic Education at every opportunity.
- \_\_\_\_\_ Provide robust Faith Formation for all staff and board members.
- \_\_\_\_\_ Collaborate with diocesan Office of Catholic Schools to ensure quality Catholic education remains top priority in the Diocese of Davenport.
- \_\_\_\_\_ Maintain proper personnel files for all individuals employed by the local Catholic school.
- \_\_\_\_\_ Collaborate with the local public school through meaningful consultation – Title 1, busing, Title 2, and special education programs.
- \_\_\_\_\_ Monitor 504's, IEPs, and Accommodation plans for all special students.
- \_\_\_\_\_ Review/revise/post online, student and parent handbooks for the coming year.

**Important Websites to bookmark:**

Diocese of Davenport: [www.davenportdiocese.org](http://www.davenportdiocese.org)

Diocese of Davenport School page: [www.davenportdiocese.org/schools](http://www.davenportdiocese.org/schools)

Diocese of Davenport Safe Environment Page: [www.davenportdiocese.org/safe-environment](http://www.davenportdiocese.org/safe-environment)

Diocese of Davenport International Student Page: [www.davenportdiocese.org/international-students](http://www.davenportdiocese.org/international-students)

USCCB: <http://www.usccb.org/>

NCEA: <http://ncea.org/>

Iowa Department of Education: [www.educateiowa.gov](http://www.educateiowa.gov)

School Administrator of Iowa (SAI): <http://www.sai-iowa.org/>

School Tuition Organization of Southeast Iowa (STO): <http://www.stoseiowa.org/>

VIRTS (part of Safe Environment): [www.virtus.org](http://www.virtus.org)

## **BACK-TO-SCHOOL STAFF INFORMATION CHECKLIST**

This list is not all inclusive but should be helpful in establishing the daily routines for new teachers. The building principal, pastor, campus minister or department chair or grade level colleagues are responsible for providing the materials or answers for new teachers.

### ***Staff Information Check List***

#### **1. Catholic Identity questions you will need answered.**

- Opportunities for celebration of the liturgy-particular to the building or grade level.
- Prayer Buddy system
- Opportunities for the sacraments
- Daily Prayers-School-wide
- Prayer is a regular part of daily school life in the classrooms
- Sacred Space Required or not
- Catholic symbols and their meanings available to all teachers
- Parts of the mass available for all teachers.
- Catholic social teaching is evident throughout the school program. ( Copies available for Teachers)
- A welcoming spirit exists in the Catholic school.
- What are the basic tenants or beliefs of the Catholic faith? Made available to all teachers.
- How do students prepare for the liturgy?
- How do the students participate in the liturgy?

#### **2. Orientation to computer systems**

- Make sure every teacher has a login for computers, email and the student information system.
- Minimal training should be provided for all three.
- Acceptable use policy shared with staff.
- Available equipment and checkout procedures.
- Passwords
- Email etiquette/suggestions
- Computer maintenance and routine maintenance

#### **3. A list of “go to” people for different issues**

- Supply needs
- Computer problems
- Catholic Church teachings and understanding
- Custodial staff and services
- The proper roles of volunteers and paraprofessionals
- Office personnel
- Pastor
- Campus minister if you have one

#### **4. Building Tour**

- Have department chair or veteran teacher give a tour of the building
- Show new teachers offices and resources

**5. Supervision duties—what is the new teacher's role?**

- Lunch
- Indoor recess
- Playground
- Bus Duty and Line up procedures
- Locker Rooms if secondary school setting

**6. Information about special education services and how the process works-**

- Student assistance teams
- Student referral process
- Inclusion programs and adaptations
- 504 plans already in place and adaptations required

**7. A list of services available to students**

- Special education
- Social work
- Health and nursing
- ELL services

**8. Curriculum-**

- Time to look over it and have someone from the department or grade level help new teachers with any issues, especially with the material for the first month of school.
- Time should be given to review pacing and homework expectations with grade level colleagues
- Diocesan and local building mission statements should be available to new staff.
- The School Improvement Plan for the local school.
- Core curriculum and resources from Iowa Learns
- Circle of Grace Safe Environment Curriculum in addition to Religion Curriculum

**9. Assessments that your school may or may not participate in.**

- Iowa Assessments
- Diocesan Assessments or Your second assessment
- Grade level assessments and timeline for all assessments
- Preparation, rules, procedures, materials
- AYP target Goals
- Building specific-Aspire, Plan, FAST, Dibels, Star etc.

**10. Class schedules**

- Master Schedule
- Early release schedule
- Specials schedule and recess schedule if elementary

**11. Student Information System**

- Set up/use
- Grading scales/practices/rubrics
- Weighting
- Terms
- Attendance-absences and tardies
- Reports including use and format

**12. Handbooks Available to New Teachers**

- New Teacher handbook
- Faculty handbook
- Student Handbook
- Faith Formation Guidelines
- Board Policy Manual

**13. Staff Absences**

- Types
- Forms
- Securing a substitute or guest teacher
- Professional development and related leave

**14. Access to Buildings for staff**

- Procedures for visitors (entry into the building or badges etc.)
- Keys
- Alarms/access points/codes
- Name badges/ID
- Reserving facilities (gym, auditorium, conference rooms, computer rooms or carts)
- Parking

**15. School Safety Plan Building Specific**

- ALICE program
- Intruders
- Weapons
- Tornado
- Fire
- Evacuation
- Crisis Plan and class rosters
- Emergency contact person
- Bully/harassment reporting procedures

**16. Business procedures to follow**

- Lunch accounts
- Money collection and deposit procedures
- Purchase requests

**17. Professional responsibilities and expectations-**

- Dress Code
- Arrival and departure times
- Leaving the building during the day
- In-service expectations
- Faculty Committee participation
- Community Learning time
- Maintaining teaching certificate and license
- Keeping current with Virtus online learning
- Faith lived both inside and outside of the community.

**18. Evaluation Procedures-**

- Tier I and II
- Intensive Assistance
- Informal observations
- Formal observations
- Timeline
- Tenure
- Areas for Improvement
- Personnel file
- Access
- Content

**19. Classroom Procedures-**

- Lesson Planning requirements
- Format
- Requirements
- Shorter
- Long term
- Incorporation of core standards

**20. Optional extra duties for staff**

- Coaching or sponsoring a club or organization
- Before and after school programs
- Summer school
- Substituting during your planning period.

**21. Grade book requirements**

**22. Building Level Discipline Plan or procedures.**

**23. General Classroom Procedures**

- Basic Classroom Rules
- Attendance/Tardies
- Classroom roles or jobs for students
- Bell-work, warm up or sponge activities.
- Passing out supplies
- Collecting Work
- Turning in Assignments to the teacher.
- Returning Graded work to students.
- Assignment policies and procedures
- Headings
- Rubrics for projects
- Use of pen, pencil, key board, calculator
- Writing on the back of paper
- Neatness/handwriting
- Incomplete work
- Late work.
- Student movement in and out of the classroom-
- Hall pass
- Restrooms

- Traveling to PE, music, library , lunch, bus line-up
- Signals for student attention
- Assembly procedures and behavior
- Mass procedures and behavior.
- Student talking during:
  - Class discussion
  - Group work
  - Independent work
- Procedures and expectations for cooperative learning and independent work.
- Does the school use daily five or CAFÉ?
- Monitoring student progress
- Re-teaching/re-testing procedures
- Keeping students up-to-date with grades/progress
- Contacting parents ( positive and areas of concern)
- End of Day dismissal procedures

**24. Classroom Party Guidelines**

**25. Use of Classroom volunteers.**

**26. Organization and storage of classroom materials and textbooks.**

**27. Teacher filing system-**

- Communications
- Diocesan Office
- Business office
- Principal's Office
- Grade Level colleagues
- Parents
- Student records
- Behavior records
- Reading groups and records
- Academic
- Professional Portfolio
- Lessons, activities, resources
- Electronic documents teachers may keep
- Naming Documents
- Using File folders
- Backing up storage
- Personal records that individual teachers should keep
- Pay
- Leave
- Evaluation
- Letters/Notes/mementos

**28. Individual school climate and culture**

- Realities of the school system-budget issues, behavior, building etc.
- Parental support
- Local norms and expectations.

**29. Nursing services-**

- Nurse available or not
- Medications policy
- Routine screenings
- Services offered
- Referral procedures
- Emergencies

**30. Resources for use by teachers**

- Photocopies/paper/rules
- Video/AV
- Textbooks/workbooks
- Available instructional programs
  - Accelerated reader
  - Academy of Reading/math
- Library Media Center and Staff
  - Online resources
  - Card Catalog
  - Equipment
- Medical, dental, and clothing ( uniforms) for students

**31. Student Dress Code**

- Uniforms/enforcement/out of uniform days

### **What You Should Be Scheduling with Superintendent**

- Board of Education Orientation – date and time
- Baccalaureate – date and time
- Graduation Speaker – dates and time
- Catholic Schools Week Events
- Site Visit details

### **What the Diocesan School Office Requires From You**

1. Read your weekly email's and respond to all action items
2. If your contact information changes contact us ASAP (phone number, email address, cell phone, etc.)
3. Meet all required deadlines
4. Provide required information in a timely fashion
5. Make sure you license is current and you have provided the DE with correct information
6. Make sure all your teachers have current licensure
7. Make sure all your staff (employed and volunteers) have had (required before hired or volunteer):
  - a. Protecting God's Children training (available online)
  - b. Background Check
  - c. Credit check (for those it applies too)
8. Communicate with the superintendent on personnel issues and budgetary concerns
9. If you are going to terminate a teacher please review our policies on procedures for the correct procedure
10. Attend monthly principal meetings
11. Attend the Principal's Retreat
12. For Scott County Principals: participate by providing volunteers for the 1<sup>st</sup> Class Project in July/August
13. Make sure you have all current manuals, handbooks, policies and procedures in your office and distribute pertinent ones to the appropriate staff.
14. If you receive an email and it needs to go to someone else please forward it, we sometimes do not have certain contact information in our system.
15. If you have International Students, keep in contact with Administrative Assistant on requirements, forms, and other information.

\*If at any time you would like training in your building or webinar on something that we require, please communicate with us so we can set that up.

## **What Manuals/Handbooks/Resources You Should Have In Your Office**

1. Administrator Evaluation Manual
2. A Process for Hiring Principals
3. A Hiring Process for Teachers
4. BOE Orientation Manual
5. Crisis Management
6. Faith Formation Guidelines
7. Life Long Faith Formation
8. Policies for Faith Formation and Schools
9. Preventing Child & Youth Sexual Harassment
10. Teacher Evaluation Handbook
11. Curriculum:
  - a. Art
  - b. Health
  - c. Language Arts
  - d. Literacy
  - e. Math
  - f. Music
  - g. Physical Education
  - h. Science
  - i. Social Studies
  - j. Talented and Gifted
  - k. Technology Guidelines
12. Policies Relating to Sexuality and Personal Behavior
13. Staff Handbook – one that you sent to the Diocese
14. International Student Application Packet

### **Why and How You Will Use Webinar**

The Diocese of Davenport is now using GoToMeeting and GoToWebinar. These are being used a training tools throughout our diocese for Staff Support Day or specialized meetings once a month.

GoToMeeting might be used by the Superintendent of Schools also to conduct a meeting.

To use this program you will need to download the program which is free to your computer and make sure your connection works. When a GoToMeeting or GoToWebinar is set up you will receive an invitation via email by the presenter and it will ask you to attend. You will then register for the session and then you will get another email that tells you how to log onto the webinar.

Give yourself some extra time the first time you attend one of these sessions so you can download the program and get yourself set up.

It is best to have a headset with headphones and mic so you limit your feedback from others.

This is used for visual and verbal communication.

More information on setup and procedure can be found at:

## **A Catholic School Administrator's Prayer**

Dear Lord,

Help me to remember why I chose to be an administrator.  
Give me wisdom, as I try to increase knowledge  
among my charges any myself.  
Give me discernment to know what is best  
for every student, teacher, and parent.  
Help me to have a sense of fairness  
as I work with God's children.  
Grant me peace in the midst of confusion.  
Help me to be a stabilizer among those  
who experience little consistency in this life.  
Give me stamina sufficient to withstand all challenges.  
Heavenly Father, make me see each student  
as you see them:  
As special creations made in Your image.  
Please Lord, as I lead my staff,  
Help me to remember that they need encouragement and support.  
Bolster me with strength and courage.  
Help me to build a warm community  
where all feel welcome, embraced, and validated.  
When my feet hurt, when my head aches,  
and the challenges seem to multiply,  
help me to remember that my school needs the best of me.  
May my sense of humor overcome the desire  
to take myself and others too seriously.  
Help me to create a community of Christ.

Thank you for making me a Catholic school administrator.  
May I keep you close to my heart in all things.

Amen

**St Gregory the Great, Patron of Teachers, Pray for us!**